1. Renewal of Commitment

We believe that all of our business students should be educated about the content and application of the United Nations Global Compact Ten Principles. To that end, we have incorporated the principles into course offerings, extra-curricular events, and public programs. Led by the efforts of our Center for Ethics and Corporate Responsibility, the J. Mack Robinson College remains steadfastly committed to the U.N. Global Compact and to promoting business conduct that expresses the highest regard for these universal principles of human rights, workplace standards, environmental responsibility, and anti-corruption.

H. Fenwick Huss, Ph.D.
Dean
J. Mack Robinson College of Business

2. Major Achievements

The largest business school in the South and the sixth-largest in the nation, the J. Mack Robinson College of Business at Georgia State University is located in Atlanta, an epicenter of business and a gateway to the world. Robinson conducts programs on four continents and educates students from 150 countries. The part-time MBA program is ranked number seven in the nation and has been in the top 10 for 14 consecutive years. The college has 200 faculty, over 8,000 students and 65,000 alumni. Noted for an emphasis on educating leaders, the Robinson College of Business and Georgia State University have produced more of Georgia’s top executives with graduate degrees than any other school in the nation.

The Center for Ethics and Corporate Responsibility, formerly known as The Southern Institute for Business and Professional Ethics, is one of the nation's leading centers promoting professional integrity and global corporate responsibility. Founded in 1993 by leaders in business, education and the professions, the Center is making a meaningful difference in the lives of individuals, institutions and society. In addition to teaching courses and conducting research, the Center faculty also conducts
corporate and public programs through its Atlanta Compliance and Ethics Roundtable, Executive Breakfast Forums, Leading with Integrity luncheons, and Summer Seminars.

On joining the Robinson College in 2007, the Center for Ethics and Corporate Responsibility established four (4) goals:

1. To become a U.N. Global Compact school
2. To create permanent courses in ethics and corporate responsibility
3. To earn recognition on the Aspen Institute’s “Global 100” Beyond Grey Pinstripes program for the top 100 business schools in the world for teaching and research in ethical, social and environmental issues, and
4. To establish an MBA Concentration in Corporate Responsibility.

We have achieved the first three goals and plan to submit the Concentration for approval to the faculty and the Board of Regents in the fall of 2012.

2.1 Curriculum Change

Principle 1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Georgia State University’s J. Mack Robinson College of Business is dedicated to providing students the opportunities and support to meaningfully contribute to creating sustainable value. Our mission emphasizes our dedication, stating that “We prepare students to lead by pursuing ethical, innovative and value-enhancing strategies in a culturally diverse and technologically advanced world.” Our curriculum supports our efforts as do our co-curricular opportunities.

Department: Business Law
Course Name: Law, Ethics and Governance (P MBA 8030)
Core Course
Instructor(s)
Ed Palmer
Peggy Sherman
Nancy Mansfield
Ellwood Oakley

This foundational course introduces MBA students to the social, ethical and legal dimensions of their management responsibilities. Upon completion, students will be able to:
1. Analyze factual situations and recognize potential risks and ethical problems and responsibilities that managers face.
2. Apply the specific areas of regulatory law covered in the course, with an in-depth analysis of federal and state employment law, as well as recent developments in federal and state corporate law.
3. Evaluate the social policy reasons for the laws and legal processes considered in the course.
4. Develop an ethical framework for analyzing ethical issues in business using various models of ethics and justice.

Department: Corporate Responsibility/Business Ethics
Course Name: Managing Corporate Integrity (PMBA 8100)

Elective Course
Instructor(s)
Steve Olson
Linda Disantis
John Truslow

The course exposes business and law students to fundamental issues and current best practices in managing legal/ethical compliance and corporate social responsibility. Course topics cover both domestic and international business issues, including child labor, environmental sustainability, anti-corruption, and human rights. Special attention is given to preparing law and management students to understand and manage the demands on U.S and international corporations making complex business decisions in the face of increasing expectations for transparency and accountability. Structured around real-world cases that simulate the challenges of today’s domestic and global markets, the course equips students to manage and integrate the differing perspectives of lawyers and managers.

Department: Environmental Management
Course Name: Corporate Environmental Sustainability (PMBA 8200)

Elective Course
Instructor(s)
Steven Olson

The course focuses on developing the ethical and managerial competencies for corporate environmental sustainability. Based on the "7 Revolutions" research of regarding the trends that will drive global society over the next 25 years, the course uses experiential education techniques to prepare students for managing the social, ethical, and environmental challenges that they will face over the span of their early and middle careers. The course uses corporate simulations, on-site visits to businesses, individual and group reflection, peer feedback and peer
coaching in order to increase students’ ethical judgment and “learning agility,” the defining feature of “high potential” employees.

Department: Social Enterprise
Course Name: Social Enterprise: Strategy and Networks (BA8300)
Elective Course
Instructor(s)
Udaiyan Jatar
Janelle Kerlin
Steve Olson

Social enterprise is becoming a watchword in both nonprofit and business communities as a way of coupling the resources generated by market activities with the social ambitions of nonprofit organizations. This course will examine social enterprise from both the nonprofit and business perspectives to provide students with a broad overview of its purposes, forms, management approaches, and impact. During the course, students will have the opportunity to assess a local social enterprise, visit several social enterprises in the Atlanta area, and hear leading social entrepreneurs talk about their organizations.

Department: Information Technology and Systems (MIS/IT)
Course Name: Technology and Global Competition (GMBA 8120)
Core Course
Instructor(s)
Roberto Nogueira

This Technology and Global Competition class was designed to provide MBA students with an understanding of the development of information technologies and their impact on the business environment and on the management of the organizations. The course will cover the information economy, competition, the strategic alignment between the business and IT, innovation and knowledge management, business process reconfiguration, strategy implementation and change management, including modules on rights management and the ethics of information sharing.

Department: Information Technology and Systems (MIS/IT)
Course Name: Technology and Global Competition (GMBA8220)
Core Course
Instructor(s)
Duane Truex lll

Among the core competencies of any organization is its ability to manage its information resources and leverage those for the benefit of the organization and its stakeholders. In several sectors of the global economy this ability defines organizational purposes and the business plan driving the firm. A firm’s information and information technology infrastructure are now basic
elements in the conduct of almost all activities, all unit operations from sales, manufacturing, distribution, marketing, and finance. This course is designed to help you become a knowledgeable manager of ICT resources especially as it relates to managing in globally competitive environments. It is not a computing course per se. Rather it is a business course focused on the information technology infrastructures essential to the modern organization in the for-profit, not-for-profit and public sectors competing in the U.S. and abroad. The focus will be the business issues and concerns that drive technology decisions as well as the technology issues that may impact organizational strategy, including social issues related to ethics, social inequality, symbolic capital, and the social relations and dislocations caused by technology.

Department: International Management
Course Name: Commercial Diplomacy (GMBA 8620)
Core Course
Instructor(s)
David Bruce

At the heart of efforts to build business in these global settings is commercial diplomacy, the creation and enhancement of commercial relations between companies, or their representatives, and the governments, policy making bodies, regulators, political agencies, and non-governmental policy players in established or developing global markets. International managers must deal with a broad range of trade, regulatory, economic, ethical and political issues through relationships with “negotiating counterparts” including government officials, managers in the international departments of industry associations, other corporate leaders, officials of unions and non-governmental organizations, and leaders at inter-governmental organizations (IGOs) who have stakes in trade and investment policy decisions. Achieving global success today depends on leaders who are skillful at interaction with those other key players, who are aware of crucial country differences, who understand major trade and investment issues, and who successfully manage international business activities by forging effective and beneficial bilateral commerce relationships.

Department: International Management
Course Name: Doing Business in World Regions: INTERNATIONAL AFFAIRS & ECONOMIC INTEGRATION (GMBA 8190)
Core Course
Instructor(s)
Geraldine Schmidt, Ph.D ; Iae De Paris
Wojtek Sikorzewski, Ph.D ; Iae De Paris

The first part of the course examines how economic integration affects markets and the pattern and rate of the participating countries' economic growth. Because European policies affect many aspects of the economic and social activities of the member states, such as agricultural matters, monetary issues, and competition issues, specificities of the European economic area will be developed, and institutions explained: the European monetary system, the European Central Bank, the European Commission, European Stock Exchanges. The second part of the
course introduces some of the major issues of intercultural management in Europe or with Europe. These issues both concern theoretical debates and practical/empirical management questions. The concept of “culture” itself has to be questioned in its origins, its pluri-disciplinary dimension, its semantic plurality, and its different levels of analysis. Several levels of analysis can be distinguished, which begin with individual and then organizational cultures and ends into national (or continental?) cultures. Some theoretical debates are worth analyzing when studying intercultural management, especially those which deal with the contingency degree of management practices and tools, with ethnocentrism, with neo-institutionalism and with cultural convergence and globalization.

Department: International Management
Course Name: Global Business (GMBA 8090)
Core Course
Instructor(s)
Dr. Leigh Anne Liu

Modern management theories and practices were developed predominantly in the West, first in Europe and then in the US. Before the 1970s, the economic power of the West dominated the world, and western management theories and practices were thought to be ideal and universally effective. The rise of economic power of the Asian countries has drawn into question these beliefs and assumptions. Research in cross-cultural management further reveals that western management ideology is based on a set of narrow cultural assumptions and developed in a specific social, political, economic context. Although this ideology is useful, it is by no means universal and will surely require significant adaptations to be applicable to other societies. In light of these challenges, the course analyzes the experiences of foreign invested companies to learn what difficulties they encounter in working with global partners and managing a diverse labor force, how they adapt their management practices, how successful these adaptations are, and what lessons we can draw. It examines the transformation of indigenous local enterprises and assesses how they fare socially, culturally and ethically in global markets. Course includes social responsibility and ethics modules.

Department: Management
Course Name: Leadership Practices (PMBA 8830)
Core Course
Instructor(s)
Steve Olson
John Truslow

This required course introduces Professional MBA students to the core concepts of leadership in an experiential manner. Using the adaptive theory of leadership, defined as mobilizing people to face their most significant challenges, the course focuses on the unsettled areas of business practice, including environmental sustainability, gender and race issues, the pro- and anti-social
use of power, the role of personal and organizational values in leadership and in conflict, and organizational justice.

Department: Management  
Course Name: Managing in the Global Economy (PMBA 8000)  
Core Course  
Instructor(s)  
Steve Olson  
Alfred Mettler  
Chris Lemley  
Ed Palmer

This cornerstone core course is aimed at providing an introduction to fundamental business concepts and critical social, ethical and environmental dimensions of those concepts from a global managerial perspective. Students gain fundamental insights into key business activities during different stages of an industry's lifecycle through lectures, case analysis, team exercises, and critical evaluation exercises. The course is based on an integrative framework that especially emphasizes the relationships, connections and dependencies among functional areas in different life-cycle situations.

After having taken this course, students should be able to identify, describe and discuss different stages of an industry’s life cycle as well as different key business activities from a global standpoint. Furthermore the students should be able to apply selected management tools to solve problems a firm typically faces in different life cycle stages and for different business activities, including challenge arising from the claims of diverse stakeholders.

Department: Organizational Behavior  
Course Name: Leadership Practices (GMBA 8610)  
Core Course  
Instructor(s)  
Steve Olson

The course uses the adaptive theory of leadership, defined as "mobilizing people to face their most significant challenges" to focus on the unsettled areas of global business practice. The course requires students to conduct an experiential examination of the fundamental concepts and practices of leadership. Because the unsettled areas of business law and practice are breeding grounds of adaptive challenges, the course devotes thirteen of sixteen classes to topics of social and environmental concern, including: values-based management and leadership, the exercise of pro-social power, UN Global Compact's Ten Principles for Responsible Management, corporate social responsibility, and environmental sustainability.
Department: Organizational Behavior
Course Name: Organizational Behavior (GMBA 8160)
Core Course
Instructor(s)
Prof. Adriana Hilal

This course focuses on exercises and role plays that cover classical topics of organizational behavior. Students are expected to apply theoretical concepts to experiential exercises (EE) that serve as input for further discussion and debate. Topics include the role of attitudes, values, ethics in cross-cultural negotiations; power, social roles, and conflict; and downsizing.

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Course Name: Corporate Responsibility (EMBA 8810)
Core Course
Instructor(s)
Steve Olson
Wayne Lord

This course focuses on the roles executives play in defining, leading, managing, and responding to the responsibilities of the corporation. Organized around the ten principles of the United Nation’s Global Compact, the course uses simulations, interactive case-studies with the corporate executives who lived them, and ethical reflection exercises to teach executives to assess and respond to the social, ethical and environmental issues confronting global enterprises and to lead effective corporate policies and responses. Special attention is paid to building the four components of ethical behavior, namely, ethical sensitivity, judgment, motivation, and implementation.

In addition to a full schedule of academic courses, business-community public events, speeches, presentations, and seminars, RCB and The Center for Ethics and Corporate Responsibility are currently establishing a curricular concentration for MBA students in Corporate Responsibility and Environmental Sustainability. The four course concentration will include electives offered by the Georgia State Law School and the Andrew Young School of Policy Studies.

The MBA concentration in Corporate Responsibility, which is currently being developed, will further the college’s efforts of developing students who are able to understand and integrate the economic, environmental, and social dimensions of sustainability.

SPEAKERS AND SEMINARS
Georgia State University’s Robinson College of Business supports the values of social responsibility through the courses listed under Principle 1 and through opportunities for professionals and corporations in the surrounding metropolitan area.

ATLANTA COMPLIANCE AND ETHICS ROUNDTABLE
The Atlanta Compliance and Ethics Roundtable (ACE) is a partnership between Georgia State University’s Robinson College of Business, the College of Law and professionals in the ethics and compliance field. As of January 1, 2009, ACE is located within the Center for Ethics and Corporate Responsibility at the Robinson College.
ACE seeks to foster an attitude of commitment and continuous improvement among the Atlanta business community in the development of programs that promote integrity and ethical leadership. Members have access to the unique resources of the J. Mack Robinson College of Business and the College of Law.

Through its activities and knowledge sharing, ACE seeks to achieve several strategic objectives:

- Raise the standard for business ethics programs.
- Determine and publish best practices for implementation and management of compliance programs.
- Create a forum that provides members a networking opportunity with other compliance & ethics leaders.
- Provide continuing education on compliance and ethics topics and issues to its members.
- Promote the study of business ethics in colleges and universities

Past events include:

- "Hot Topics in Compliance." With Jack Williams, Professor, Georgia State University College of Law
- "Advanced Best Practices for the Compliance and Ethics Professional."
- Conversation between Mr. Aaron Beam, former CFO of HealthSouth and Mr. Oliver Halle. Mr. Beam spent three months in a federal prison for financial fraud at HealthSouth, and Mr. Oliver Halle is a former FBI investigator with a wealth of insight into corporate crime. The two sat down to discuss with each other and ACE members how otherwise good people get caught up in unexpected misconduct, and what we can do to prevent it in our own organizations.
- Best-practice session led by Cisco and The Home Depot and discussed their companies' initiatives around Innovative Communication Methods.
- Best practices in engaging a company’s board. What does the board need to know, and when? How much should a company rely on its board for direction and support? The conversation was led by a panel of knowledgeable experts: DeWitt Rogers (Troutman Sanders), Allen Johnson (Georgia Power), Mark Snyderman (formerly of Coca-Cola), and David Forquer (Board of Directors, American Proteins).

SUMMER SEMINAR SERIES

The Center for Ethics and Corporate Responsibility offers a Summer Seminar Series featuring informative workshops on timely management concerns. These programs are open to members and non-members of the center. Customized workshops also are available for businesses and other organizations. Past programs have included:

- Partnering for the Global Good: How Corporations, Universities and the United Nations Are Joining Hands to Tackle Tough Issues, where participants were inspired by visionary projects that already are becoming reality. The evening involved learning from some of the innovators who are shaping the ethical face of global commerce, from the halls of the United Nations, to corporate boardrooms, to classrooms and beyond. Seminar presenters included leaders from the United Nations, The Coca-Cola Company, Coles College of Business at Kennesaw State
University, LaGrange College and the J. Mack Robinson College of Business at Georgia State University.

- **Water: Corporate Responsibility for a Resource in Peril**, a 1-day seminar that brought together highly knowledgeable experts from industry, government, research institutions and advocacy groups to share their perspective on this growing concern. Participants learned how several local corporations are leading the way in addressing this crucial supply challenge; considered how regulations will affect Georgia businesses; and learned how businesses, governments and other institutions are collaborating to address the worldwide water problem. The keynote address was presented by Dr. David Orr, the Paul Sears Distinguished Professor of Environmental Studies and Politics at Oberlin College and the James Marsh Professor at Large at the University of Vermont.

- **Beyond Greening: Transforming Your Company For Environmental Sustainability**, which introduced participants to the lessons and best practices of the world’s leading environmental companies in an unforgettable way – by transforming a simulated company into an environmentally sustainable enterprise. By playing the role of an executive in an auto-manufacturing company, participants formed and executed strategies while engaging and stakeholders and competing against other live and simulated companies. Used by such leading-edge companies as Intel, Dow Chemical, ad S.C. Johnson, the Business Transformation Laboratory was designed by environmental management experts to teach managers the best practices of environmental sustainability quickly and effectively.

- **Doing Business in China: The Ethical Landscape**, which examined the economic transformation of China is affecting the world’s markets in unprecedented ways. Today, it is likely that almost any business with an international dimension will be touched by this change. This seminar gave an overview of the challenges of operating ethically in China through presentations and discussions by business people and scholars with first-hand experience. Participants gained a greater understanding of the difficulties that may arise when moving into this fast-developing market to tap its enormous potential.

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2.2 Method

**Principle 3**

**Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Robinson employs the complex behavioral simulation Transformation Learning Laboratory to educate students in the rigors of corporate responsibility and environmental sustainability. Transformation is used in the BBA, MBA, Global MBA, and Executive MBA programs. Robinson also uses ExperiencePoint’s on-line Experience CSR simulation to teach students about change leadership for corporate social responsibility and OmegaSim to teach students about the role of authority bias in ethical judgment and decision-making.
2.3 Research

Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

The second part of Robinson’s mission emphasizes our role as a premier research institution: “We serve our community through complementary research, teaching and outreach activities, leveraging our proximity to multinational corporations, entrepreneurial enterprises, government agencies and not-for-profit organizations.”

2008 National Survey of CEOs on Business Ethics
Close to 300 CEOs from U.S. corporations were asked to participate in the National Survey of CEOs on Business Ethics. The nationwide survey covered a wide range of topics from practices in ethics management to current ethical issues in business to corporate social responsibility. Made possible through the generous support of the project’s corporate sponsor, UPS, the survey was able to identify top ethical concerns for the general business community and specific industries. The J. Mack Robinson College of Business’s Center for Ethics and Corporate Responsibility collaborated with Clemson University’s Robert J. Rutland Center for Ethics to complete the research.

Results from the survey indicate that:
- There is a generally accepted ethical standard that most business people agree and act upon.
- The standard of ethics in corporate America has improved in the last five years.
- Backdating stock options is unethical.
- University business schools should require ethics instruction.

Respondents to the survey include chiefs of corporations with minimum annual revenue of $10 million in a range of industries, including manufacturing, hospitality, banking, utilities, construction and healthcare. Most have between 100 and 1,000 employees and about 23 percent are publicly-held companies.

The survey is the first conducted by the Center for Ethics and Corporate Responsibility on a national level. A 2005 regional survey was conducted by the center’s predecessor, the Southern Institute for Business and Professional Ethics. Additional research is planned for 2010.

Faculty Research

Decision tools to benefit children needing adoption
Human Systems Management (pp: 35-36)
Whalen, Thomas; Pollack, Daniel

The United States Department of Health and Human Services estimates that over 500,000 children are in foster care with 130,000 available for adoption. In sub-Saharan Africa, Asia, Latin America, and the Caribbean, a joint report by the UN/AIDS/UNICEF/USAID estimates that in 2003 there were 143 million orphans. Negative experiences with the foster care system also lead to more children available for
adoption. Furthermore, with the rapid increase in drug dependency, AIDS, child maltreatment, and homelessness, the number of children available for adoption increases concomitantly. It is universally agreed that a more efficient and swifter system needs to be developed in order to place these children in permanent homes.

This paper focuses on the use of Weighted Ordered Weighted Averages and linear assignment programming for matching orphaned or abandoned children with adoptive families. We begin by reviewing traditional paper based, one-child-at-a-time approaches using unaided human judgment or human judgment aided by semi-automated systems for preliminary screening and short-listing. The primary focus is on simultaneous matching in which a pool of potential families is viewed as a resource to be used for the benefit of a pool of children in a global way rather than one at a time. A special case of the Weighted Ordered Weighted Average, designed to be transparent to social workers with little or no mathematical training or inclination, is used to aggregate criteria.

The Differences in Values Between Managers of the European Founding Countries, the New Members and the Applicant Countries: Societal Orientation or Financial Orientation?

Reynaud, Emmanuelle; Egri, Carolyn P.; Ralston, David A.; Danis, Wade

Advocates for a social Europe are worried that the accession of ex-Eastern Bloc countries into the European Community would lead European corporations to emphasize a financial orientation rather than a societal orientation. We examined this question in a study of the values orientations of 3,836 managers in 16 countries representing established EU, new EU, and candidate EU country groups. Within-Europe managerial values convergence was found in a relatively high openness to change and low self-enhancement values. However, we found divergent values such that managers in established EU countries were more self-transcendent and less conservative than their counterparts in new EU and candidate EU countries. Implications for the convergence of future values within the Europe region are discussed.

Stained by the Label? Stigma and the Case of Genetically Modified Foods

Ellen, Pam Scholder; Bone, Paula Fitzgerald

Stigma is a concept that marketers frequently and casually use, but it is underexplored as a theoretical construct. The authors propose a theory of stigma that identifies it as a formative construct associated with perceptions of deviance and undesirability along with inflated risk perceptions. This research also goes beyond the social stigma typically studied in marketing and related fields to examine product stigma. Specifically, this research explores the stigmatizing effects of labeling on genetically modified foods, a domain of economic and political importance. Using different labels proposed in international debates, the experiment reveals that such labels can create stigma and that, to some degree, marketers can attenuate stigma through certain qualified labeling.
Abusive Supervision, Upward Maintenance Communication, and Subordinates' Psychological Distress
Academy of Management Journal (pp: 1169 - 1180)
Tepper, Bennett; Moss, Sherry; Lockhart, Daniel; Carr, Jon

This study reanalyzes data from Tepper’s (2000) two-wave study regarding the effects of subordinates' perceptions of supervisory abuse to assess previously unexamined relationships. As predicted, we found that subordinates who more rather than less strongly perceived that they had been abused by supervisors tended to use regulative maintenance tactics with higher frequency. Further, the positive relationship between abusive supervision and subordinates’ psychological distress was exacerbated by subordinates’ use of regulative maintenance communications, and that relationship was reduced by subordinates' use of direct maintenance communication. Theoretical and practical implications are discussed.

Examining the Link Between Diversity and Firm Performance: The Effects of Diversity Reputation and Leader Racial Diversity
Group and Organization Management (pp: 548-568)
Roberson, Quinetta; Park, Hyeon Jeong

Given the scarcity of empirical research on the impact of diversity on organizational performance, the authors used longitudinal data for 100 firms to test hypotheses related to the effects of diversity reputation and leader racial diversity on firm financial outcomes. The results showed a positive relationship between diversity reputation and book-to-market equity and a curvilinear, U-shaped relationship among leader diversity and revenues, net income, and book-to-market equity. The analyses suggest that economic benefits generated from diversity reputation may primarily derive from capital rather than product markets. Furthermore, firm performance declines with increases in the representation of racial minorities in leadership up to a point, beyond which further increases in diversity are associated with increases in performance.

Racial Differences in Sensitivity to Behavioral Integrity: Attitudinal Consequences, In-Group Effects and Trickle Down among Black and Non-Black Employees
Journal of Applied Psychology (pp: 650-665)
Simmons, Tony; Friedman, Raymond; Liu, Leigh Anne; Parks, Judi McLean

Recent research suggests that employees are highly affected by perceptions of their managers' pattern of word-action consistency, which Simons (2002) called ‘behavioral integrity’ (BI). We suggest that some employee racial groups may be more attentive to BI than others. We test this notion using data from 1,944 employees working at 107 different hotels. We found that black employees rated their managers as demonstrating lower BI than did non-black employees. Mediation analyses are consistent with the notion that these differences in perceived BI, in turn, account for cross-race differences in trust in management, interpersonal justice, commitment, satisfaction, and intent to stay. Results of Hierarchical Linear Modeling were consistent with the idea that middle managers’ perceptions of their senior managers’ BI ‘trickle down’ to affect line employee perceptions of the middle managers, and that this trickledown effect is stronger for black employees. We interpret these results as indicative of
heightened sensitivity to managers' BI on the part of black employees. We also found a reverse in-group effect, in that black employees were substantially more critical of black managers than were non-black employees.

2.4 Partnership and Dialogue

**Principle 5**

**Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

**Principle 6**

**Dialogue:** We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

**Net Impact**, a graduate student organization, is a community of graduate business students, alumni, professionals and faculty interested in the intersection of business and society. Net Impact covers a wide range of issues often forgotten in conventional coursework, but increasingly essential in modern business practice. They include corporate social responsibility, non-profit management, environmentally sustainable business, social enterprise and international and community economic development. Net Impact at Georgia State University provides opportunities for business leaders to learn more about ethics and corporate responsibility. Net Impact supports the UN Global Compact and helps students find ways to use the power of business to create a better world.

Net Impact at Georgia State University brought several speakers to students and the campus community in 2008. The list of events includes:

- Net Impact's "Off the Record" discussion with Bill Bolling, Founder and Executive Director of the Atlanta Community Food Bank.
- Net Impact's "Off the Record" discussion with KC Boyce, Senior Project Manager for Atlanta BeltLine Inc. and Townsend Bailey, Associate with Damespoint.

**The annual Ethics Advocate Award**

The Ethics Advocate Award is a prestigious recognition of an individual who has been an effective agent of change - in a particular field or in the business community at large. The award is presented at a gala at
which the honoree gives an acceptance address. Unlike ethics and leadership awards that recognize individuals for leading exemplary lives, the Ethics Advocate Award was created to recognize specific acts of ethical advocacy.

The selection criteria are based on Aristotle's three components of ethical action: **Perception**, to recognize what needs to be done; **Reason**, to formulate and put forth practical solutions; and **Desire**, to persevere in bringing about positive change. The selection committee evaluates the following characteristics of nominees, who must have demonstrated leadership by:

- Perceiving and raising awareness of a need, problem or opportunity that should be addressed
- Advocating a practical solution or course of action to benefit the common good
- Inspiring others to share his or her vision and goals

Nominees may reside in any geographic region. Posthumous nominations are considered only in special circumstances. A volunteer committee of business and community leaders evaluate the nominations and recommend an honoree to the board of directors of The Center for Ethics and Corporate Responsibility.

The 2008 honoree, Neville Isdell, former chairman of the Board of Directors of The Coca-Cola Company, exemplifies the award’s principles. Chosen for his advancement of corporate social responsibility and environmental sustainability within The Coca-Cola Company, Neville Isdell inspires business leaders around the globe to address their firms’ responsibilities. The Center published Mr. Isdell’s acceptance speech, *Building a Culture of Ethics* (Center for Ethics and Corporate Responsibility, 2009).

The 2009 honoree, Helen Gayle, M.D., M.P.H., President and Chief Executive Officer of CARE USA, was selected in recognition of her advocacy on behalf of women, minorities and the marginalized to address issues of poverty, injustice, and inequality and for inspiring global corporations to work in partnership to find solutions for these pervasive issues. The Center published Ms. Gayle’s acceptance speech, *Solidarity* (Center for Ethics and Corporate Responsibility, 2010).

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**GoodBusiness on-line journal**

*GoodBusiness* is the online journal of The Center for Ethics and Corporate Responsibility, featuring expert articles on timely management topics. Members receive a summary of each new issue by e-mail.

*GoodBusiness* provides a forum for considering a wide range of viewpoints. It helps support the mission of The Center for Ethics and Corporate Responsibility by addressing the complex challenges of the global business environment. Past issues have addressed the ethics of CEO compensation, corporate responsibility for water resources, and the ethical aspects of doing business in China.

**UNIVERSITY OF BARCELONA PARTNERSHIP**

As part of an ongoing collaboration, the Center for Ethics and Corporate Responsibility and the Andrew Young School of Policy Studies partner with the University of Barcelona’s Fundacion Centro de Investigacion de Economia y Sociedad (CIES) to host a week-long residence of the CIES Master’s degree programs in Corporate Social Responsibility Accounting and Social Auditing and Social Economy and the Management of Non-Profit Organizations. Past programs included:

- “The Global Responsibility of Business: Response to Climate Change” (2008), which featured presentations, lectures and tours from Georgia State University faculty and
from corporate responsibility managers from corporations like The Coca-Cola Company, Seagate Technology, The Home Depot, United Parcel Service (UPS), and Interface, Inc.

- “Social Enterprise” (2009), which featured faculty lectures, graduate student presentations, and site visits and lectures by leading Atlanta Social Entrepreneurs such as the Habitat for Humanity Restore, the Atlanta Community Foodbank, Blue Earth Network, Grey Ghost Capital Management Social Venture Fund, and The Georgia Justice Project.
- “Connected Capitalism” (2010), which featured faculty lectures, case-studies, panel discussions, and visits to Atlanta social enterprises (Goodwill Industries, Atlanta Community Foodbank, Georgia Justice Project) and guest speakers from Coca-Cola, Repsol, UPS and The Home Depot.

### 3. Key objectives for the next 18 month period

**Purpose and Values:** We will continue to develop academic courses and course modules pertaining to corporate responsibility as we work toward the establishment of an MBA concentration in Corporate Responsibility.

**Method:** We will continue to develop and refine our complex behavioral simulations and experiment with other curricular methods. We will work to establish internships in ethics and corporate responsibility.

**Research:** We will establish a benchmark study of the effect of MBA education on the moral judgment and leadership development.

**Partnership and Dialogue:** We will work with the World Affairs Council of Atlanta’s Global Strategic Leadership Forum and its chairman, former Coca-Cola President and Chairman E. Neville Isdell on the “Connected Capitalism” project.

### 4. Desired Support

Educational and curricular materials related to the UNGC Ten Principles.

### 5. Sustainability on Campus

Through GSU’s Environmental Programs Advisory Committee, Facilities Building Services, the Staff Council on Campus Sustainability and the Environmental Policy Group, and in conjunction with student groups, we will seek to earn recognition for our campus sustainability initiatives.